

## SANTIAGO ADVISORS: ENABLING AGILE

Teaser

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SANTIAGO

### Content

- 1. Agile in brief: What, Why, When, How
- 2. Mastering Agile organizational maturity
- 3. Fit-for-purpose solutions along Agile maturity
- 4. Case studies

This document provides a high-level understanding of Agile practices, industry challenges, and Santiago's approach to drive Agile implementation successfully at your organization



### Major market trends and the role of Agile to tackle them successfully

#### **Major trends**

#### **Business significance & opportunity**

#### Agile role



# **VUCA world** *Volatility, uncertainty, complexity & ambiguity*

- Rapidly changing environments threaten decision-making and adaptability
- Leverage VUCA to create a competitive edge in the respective industry area



Swiftly adapting under evolving conditions in an iterative approach, making more informed decisions that accelerate growth



**Sustainability** *Environmental, social & corporate governance* 

- Social and legislation pressure to become ESG-sustainable
- Grow market share by gaining new customers and retaining customer base



Agile practices boost individual accountability, facilitating the integration of ESG practices into business models



Al Artificial Intelligence

- Unleashed revolutionary technology reshaping business operations
- Accelerate product development through value chain optimization



Enables experimentation to quickly adapt Al initiatives, gather feedback, and refine Al models with impact along the value chain



## War for Talent Limited supply of people with in-demand skills

- Evolving workforce needs and skill shortages call for innovative HR strategies
- Win on talent attraction, development, and retention to emerge as a war victor



Facilitates adaptive, flexible, and independent ways of working that empower collaboration, creating an engaging workplace



### Agile is a mindset supported by a set of values and principles

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#### WHAT WHEN Values & Principles Project environment Benefits **People & interactions** Intricate cross-functional Fluent and continuous Create self-directed teams fueled by collaboration communication collaboration and empowerment **Outcomes Enhanced output quality** Identify the target result, deliver viable **High scope uncertainty** ensuring a working product products incrementally, and measure success using value-based metrics **Customer collaboration** Prioritized customer needs. Involve stakeholders throughout the **Deep customer focus** improving satisfaction project and incorporate their feedback into the product **Adaptability Rapidly changing Quick reaction to changes** Embrace an iterative and flexible environments in complex requirements approach to generate fast and continuous improvement

### **HOW:** Agile principles can be implemented through diverse approaches<sup>1</sup>



#### Scrum

Iterative and incremental framework for managing complex projects



#### **SAFe**

Set of organizational and workflow patterns for implementing scaled agile



#### Kanban

Visual framework focusing on managing and optimizing the flow of work

## Nexus

### **Nexus**

Overlays the existing Scrum Agile framework to coordinate and intermesh the work of multiple Scrum teams



#### Lean

Focuses in minimizing waste, optimizing flow, and maximizing customer value



### **Further Frameworks**

Feature-Driven Development (FDD), Dynamic Systems Development Method (DSDM), Extreme Programming (XP), etc.

**65%** boost in financial performance after successful Agile transformation<sup>2</sup>



### Each organization has a unique point of departure to Agile ...

### **Different perspectives towards Agile**

Shifting from reliable plans to ever-changing requirements feels like losing control





Agile leadership means fostering a culture of trust and empowering my teams I see frictions at the interface of Agile and traditional ecosystems in the org.





Our hybrid collaboration model and cross-functional liaisons allow impactful cooperation

We struggle to generate and keep a pipeline of valuable Agile initiatives





Our Agile initiative backlog and governance bodies ensure sustained progress and growth

Scaling-up Agile in the organization remains challenging at our company





Agile guides our continual improvement.
We pave our way as we move forward



### ... thus, each organization requires tailored solutions to its Agile maturity level

#### **AGILE MATURITY STAGES**



### **Agile Rookies**

Lack of awareness or understanding of Agile values and principles



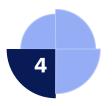
### **Agile Competitors**

In early stage of adopting Agile practices, but facing inconsistency



### **Agile Champions**

Solid understanding of Agile, steadily applying Agile practices, and recognizing its benefits



### **Agile Legends**

Proficient in Agile practices, adapting quickly to changing demands, and constant process optimization



### **Breaking-down Agile maturity along three major levers**

#### **AGILE MATURITY STAGES Agile Rookies Agile Competitors Agile Champions Agile Legends Processes &** Absence of clear P&S Set up first basic Agile P&S, but not Installed defined P&S, enabling Instituted Agile P&S for continuous applied across the organization collaboration and scalability to implement Agile practices improvement and scalability Structure (P&S) Lack of Agile awareness and trained Started capability building, but there Created skillful Agile teams, Excellent capabilities meet changing **Capabilities** personnel in Agile practices are still gaps in skills and knowledge delivering incremental value demands, delivering quality results Mindset & Traditional hierarchical mindset and Supportive and collaborative culture. **Embedded Agile mindset drives** Initiated culture shift towards Agility, but pockets of resistance persist with teams embracing Agile optimization and innovation a culture of resistance to change **Culture**



Unlocking the potential of Agility requires tailored solutions aligned with individual organization's maturity levels to overcome their distinct challenges



### Agile maturity assessment to generate fit-for-purpose solutions

### **AGILE MATURITY STAGES Agile Rookies Agile Competitors Agile Champions Agile Legends Processes &** Structure (P&S) **Capabilities Identification of challenges** Status quo analysis to **Generation of overarching** along the three levers: establish maturity levels targeted solutions to create Processes & Structure across different parts of a value flow in alignment with Capabilities Mindset & the organization strategic targets Mindset & Culture **Culture**



Santiago's initial assessment aims to identify your organization's Agile level to better support your organizational transformation journey



### **Our Agile Expertise, Your Competitive Edge (1/2)**

Maturity upgrade	Case study*	Santiago support & outcome
12	Product Owner enablement & conceptualization of tailored digital products Pharma R&D unit  P&S Capabilities M&C	<ul> <li>Creation, prioritization, and implementation of backlog; product scale-up, and training of users</li> <li>3 interconnected mature digital products for (1) Knowledge Management &amp; Strategy Communication, (2) Competitive Intelligence, and (3) Project Management System along the value chain</li> </ul>
123	Agile training and coaching across roles Pharma IT unit  Capabilities  M&C	<ul> <li>Education, consulting, and coaching of stakeholders of a product centric transformation (leaders, product team members) on agile values, principles and practices</li> <li>Successful transition into new collaboration framework with enabled product teams</li> </ul>
2 3	Large scale program management Pharma cross-company  P&S Capabilities M&C	<ul> <li>Implementation of customized scaled agile framework for agile planning across several interconnected use cases and delivery teams</li> <li>Aligned plan with identified interdependencies, enhancing overall efficiency and collaboration</li> </ul>
4 3	Value stream generation & management Pharma IT unit  P&S Capabilities M&C	<ul> <li>Identification and implementation of product activities along the main value stream of data-related products</li> <li>Improved product development efficiency, streamlined workflows, and enhanced data product delivery</li> </ul>



Discover how we empowered businesses with Agile practices to outpace competitors



### **Our Agile Expertise, Your Competitive Edge (2/2)**

Maturity upgrade	Case study*	Santiago support & outcome
12	Tailored partial-agile organizational model Finance cross-company  P&S Capabilities M&C	<ul> <li>Design and implementation of a tailored partial-agile model in pilot areas, followed by company-wide scale up by adapting organizational aspects and training leadership and employees</li> <li>Improved customer orientation, increased employee satisfaction, and empowered innovation</li> </ul>
4 3	Holacracy organization model Finance cross-company  P&S Capabilities M&C	<ul> <li>Design and implementation of a decentralized management corporate structure through the set-up of an increasing number of autonomously acting teams</li> <li>Radical customer and employee orientation and increased organizational ownership and commitment</li> </ul>
12	Tailored operating model for Agile projects Finance cross-company  P&S Capabilities M&C	<ul> <li>Development of a framework to identify and select projects suited for agile mode, guidance of pilot projects, and coaching and enablement of stakeholders to drive the projects</li> <li>Defined operating model for Agile projects, upskilled stakeholders, and increased individual ownership</li> </ul>
4 3	Flawless customer experience design MedTech Marketing unit  P&S Capabilities M&C	<ul> <li>Set-up of a digital marketing center of excellence, covering client activation, content production and distribution, branding, MarTech, and organization</li> <li>Cross-hierarchical and cross-functional enablement of new roles and responsibilities</li> </ul>



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### **Embrace Agile with Santiago: Let's partner up!**

Three levers for effective Agile implementation and rapid results to drive success

**Processes & Structure** 

**Capabilities** 

**Mindset & Culture** 

## Let's connect for an assessment of the Agile maturity of your organization



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